



CORPORATE SOCIAL RESPONSIBILITY AND TOTAL QUALITY MANAGEMENT IN AN SME

1. Organisations involved

Kiilto Oy

2. Description of the case

2.1. Introduction

Kiilto Oy is a Finnish chemical company that was founded in 1919. The company develops, manufactures and markets adhesives and related products. Kiilto's strong point is its total adhesive expertise, providing comprehensive solutions to customers' material bonding problems. This involves not only adhesives but also related stages in the work process such as priming, waterproofing, sealing, finishing, protection and care. Besides the products themselves, Kiilto provides support services: information, technical support and training.

2.2. Aims

Environmental and safety responsibility at Kiilto means

- Protection of water, air and soil
- Efficient and sparing use of natural resources
- Safety of products, materials and equipment
- Safety of work
- General safety
- Fires: to maintain zero level
- Hazardous material transport accidents: to maintain zero level
- Bringing Kiilto's figures down to below reference levels (Responsible Care companies) for the number of personal injuries and the number of working hours lost as a result.

2.3. What was done, and how?

Total quality, where every phase and component of the work process influences the end result, the quality produced and the image perceived by the customer, is the key concept in Kiilto's business. The achievement of total quality at Kiilto is monitored through a quality system. The Kiilto quality system received ISO 9001 certification in 1993. It covers product development, manufacturing, marketing, distribution, customer service, storage and materials functions. The quality system describes Kiilto's practices at the company, department and work phase level. It places obligations not only on the entire staff but on raw material suppliers and subcontractors as well.

The quality system incorporates systematic awareness and management of environmental and safety aspects. It includes an environmental system conforming to ISO 14001, a safety system conforming to BS 8800, an application of European quality award criteria of the European Foundation for Quality Management (EFQM), and the principles of Responsible Care (RC) – the environmental, health and safety programme of the chemical industry. All these systems provide Kiilto with a framework and tools for the systematic evaluation of its total performance. The principle of systematic improvement is carried out with the help of multiple indicators, audits, evaluations and self assessments based on Quality Award criteria. Customer satisfaction is tested by regular customer surveys.

Operations during the review period 2003-2005 included:

CASE STUDIES

- Risk analysis and reviews covering the entire operation including individual workstations
- Safety aspects were more closely integrated into inductions
- Organised training in work and packaging cards' safety equipment markings and the functions of safety equipment
- Updated safety equipment rules at workstations
- Updated the updating and distribution method for safety information for raw materials
- Forklift training and operators' cards were introduced to staff using forklifts
- Occupational safety cards were introduced and training given to all staff; the cards are now mandatory for all workers
- Composition of the first aid team amended and first aid training updated
- Publication of a Safety Guide and Kiilto Oy's working area rules for new staff and for outside contractors.

2.4. What was achieved?

During the review period, the measurement processes were also updated. Kiilto is recording

- all incidents happening to Kiilto staff (numbers);
- work incidents that cause the loss of at least one day's work in addition to the day of the incident (numbers);
- accidents at work that cause the minimum loss of 3 days' work in addition to the day of the incident (number of incidents as well as number of incidents/million working hours) (nationwide RC-comparison control); and
- incidents during the commute to work (numbers).

With the exception of incidents during the commute, all incidents are logged in the incident report and are dealt with by the safety at work group.

2.5. Further information

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3. References, resources:

- http://osha.europa.eu/en/publications/reports/mainstreaming_osh_business